Hiring and training Special Section: The tough get going

11% pay raise for top marketers in exclusive survey

S&MM

SALES & MARKETING MANAGEMENT

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NAUGHTY IS NICE FOR UNDERCOVERWEAR

Founders Walter and Tiffany James make in-home selling a sexy proposition. Page 41.

S&MM

AUGUST 13, 1984

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Cover photos by David Powell

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S&MM SALESGRAPH

Coming up: Another good year

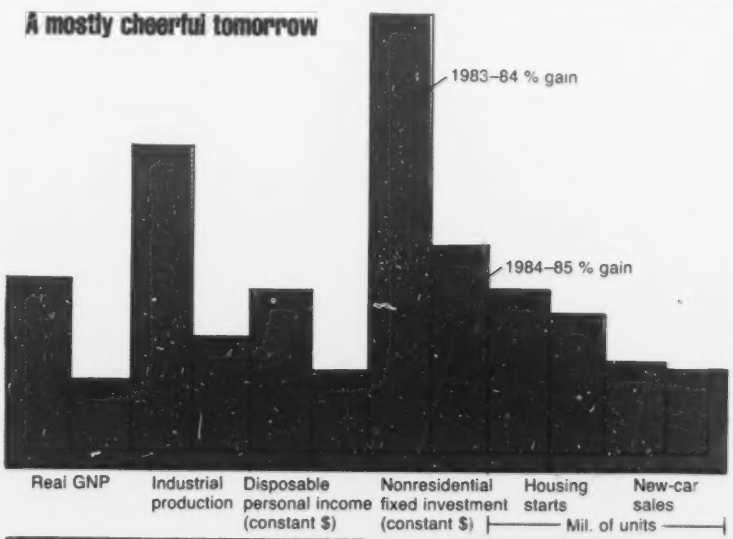
When marketers start their sales planning for 1985 they can look forward to the third straight year of good business. Sales gains won't be as flashy as they've been this year, which, says Robert J. Eggert, head of Eggert Economic Enterprises, Sedona, AZ, "promises to be the best year in real output [gains] since 1955." But business in 1985 will be decidedly upbeat, as indicated by Eggert's latest monthly poll of 46 leading economists, whose consensus forecast foresees consumer buying power, as measured by disposable personal income in constant dollars, rising by 3.2%. Helping out will be a significant reduction in the unemployment rate to 7.2% next year compared to an expected 7.5% this year, meaning more people will be getting a weekly paycheck.

Industrial marketers have reason to cheer, too. Spending on new plants and equipment will rise 7.5% in 1985, Eggert's poll shows. This is a pretty healthy pace considering it will come on the heels of an expected 15.5% surge this year.

Eggert cites three "plus" factors in the 1985 outlook: still moderate inflation; continued large business investment, and recovery abroad, which he says should help improve lagging exports. On the downside, high-interest rates will continue and add more volatility to consumer spending. Warns Roger E. Brinner, head of Data Resources, Inc., "New research suggests that the swing in sentiment from a 'good time to buy' to a 'bad time' could be sudden and extreme. Expectations of future events now play a larger role than current conditions in the timing of purchases, and this emotional element makes buying decisions much more volatile."

The latest expectations of purchasing managers, who make the dollars and cents decisions on business plans, point to a buoyant 1985. A strong improvement in the rate of new orders was reported in the latest monthly survey by the National Assn. of Purchasing Management. "The strength of this leading indicator," says Robert J. Bretz, director of corporate purchasing at Pitney Bowes, and chairman of the association's business survey committee, "suggests a continued high level of production in the months ahead."

A mostly cheerful tomorrow



Source: Eggert Economic Enterprises, *Blue Chip Economic Indicators*.
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BUILDING A MARKET

Static in radioland

Although Leonard Kahn, president of Kahn Communications, Inc., Garden City, NY, vehemently disagrees with him, Oscar P. Kusisto, special AM-stereo consultant for Motorola, says that the emergence of Motorola's C-Quam system as the industry standard for radios used in autos is practically an accomplished fact. Says Kusisto, "If someone doesn't realize by the first quarter of 1985 there is one system, they are either very blind or not too observant."

At the beginning of the bloody battle there were four companies competing for the AM-stereo market: Harris Corp., Magnavox, Motorola, and Kahn. The race has come down to two major contenders, Motorola and Kahn, and Leonard Kahn considers himself still very much in the race.

The two systems are incompatible, as was the case with color TV when it was first introduced. The Federal Communications Commission resolved the TV problem by establishing an industry standard, something it has declined to do in this race. With the issue tossed back to the marketplace, Kusisto orchestrated a dual marketing effort, going after both broadcasters and receiver manufacturers, giving them technical assistance and support, such as providing trained C-Quam installers for the broadcasters and, for the manufacturers, low-cost decoders necessary to pick up stations broadcasting with the system.

Manufacturers sign up

Some 151 stations and 10 receiver manufacturers (Delco, Samsung, Concord, Chrysler, McIntosh, Sherwood, Jensen, Marantz, Potomac, and Pioneer) have adopted the Motorola system. Six more manufacturers, including Ford Motor, are expected to announce that they too will eventually have C-Quam.

For Kusisto and his supporters,

doesn't come on at all signals, says Payne, is because "they don't have any expectations for AM-stereo."

That may change this fall, which is when Payne expects the serious consumer marketing to begin. He says, "It will really start in earnest when C-Quam will be installed automatically in the medium- to higher-priced 1985 cars and as an option in the lower-priced cars. This will really mark the significant consumer introduction of AM-stereo."

Meanwhile, Motorola is concentrating on marketing the system worldwide and pushing the number of stations using its system up to 400 by the end of the year. The plan is to sign up new stations and to persuade those using other systems to convert, which may not be easy.

However it turns out, it has been an enormous marketing job for everyone. Says Kusisto, "I've had challenges in my lifetime but this is a lulu. I don't think I would want to go through it again."

MARKET STRATEGIES

L'eggs joins the color crowd

This fall L'eggs plans to introduce some new colors, which have proved to be hot-selling items throughout the hosiery industry, and make colors a permanent offering on L'eggs displays. Previously, colors were brought into the stores on a seasonal basis and sold from promotional shippers.

"Our colored hosiery is expected to contribute 7% of total unit volume this year. That's up a little over last year. Colors are growing; they are becoming more popular," says Mary Gilbert, public relations manager for L'eggs, a subsidiary of Consolidated Foods Corp.

L'eggs are distributed directly to mass merchandisers and represents more than 40% of hosiery sold in food stores and drugstores.

Management believes the brand L'eggs, packaged in the famous jumbo plastic egg, has been successful primarily because a direct store delivery system is used. The brand is now distributed to 94,000 outlets. The fact that the line is sold only in food stores and drugstores has kept L'eggs from moving more readily into colors, however.

L'eggs began using colors in 1981 with opaque pantyhose for cold weather, and later with opaque knee-high stockings in 1982. But the company didn't introduce sheer colored hose until August 1983, much later than its sister company, Hanes Hosiery.

"First of all, you have to understand that L'eggs and Hanes are completely separate companies. They have different products, different distribution, and they are sold in different outlets," says Gilbert. Hanes, also owned by Consolidated Foods, sells higher-priced stockings in department stores.

"With those different outlets,

S&MM MARKET HIGHLIGHT

Working wives don't prosper in sales

With apologies to Rep. Geraldine Ferraro, the doors of opportunity haven't opened much for working wives with sales jobs. Working wives classified as sales workers earn only one-fourth of what husbands in the same occupation do, a Census Bureau report on the earnings of married-couple families shows. The major reason for the disparity, of course, is that most female sales workers are employed in retail outlets, where little more than the minimum wage is paid, while most male sales workers are on the sales forces of manufacturing and similar type companies.

Mean earnings of husbands and wives, by occupation of longest job: 1981

Source: Census Bureau, *Earnings in 1981 of Married-Couple Families, by Selected Characteristics of Husbands and Wives*, Series P-23, No. 133.
© Sales & Marketing Management.

ternational (HSMAI) would be an unusual one. Members of the HSMAI chapter in the host city, Winnipeg, Manitoba, were intent on showing that their city is a prime example of the convention theme, "Hospitality Brings the World Together."

Winnipeg is proud of its ethnic diversity, which it calls "multiculturalism." Thus the opening session included not only bagpipers but a procession of the "queens" and "mayors" of the ethnic pavilions in the city's annual "Folklorama" cultural festival. And highlights of the opening reception were country fiddlers, a pas de deux by dancers from the Royal Winnipeg Ballet, and a Ukrainian folk dance group.

Still, the educational sessions were the main reason that sales and marketing executives of both chain and independent hotels attended the convention. Among the speakers was Joseph Fore, whose company, Prestige Consultants, Atlanta, works mainly with industrial sales forces. Adapting his material to the hospitality industry, Fore used role-playing to show that "people relationships" are the key to building a winning sales team. Among Fore's points:

- It's not essential that you be the best of friends with your people, but you must get the job done.
- Listen. You're not going to learn anything with your mouth open.
- You can make or break a person, depending on the way you deal with him.
- Always give a person the opportunity to save face, to feel good about himself.

At the meeting, Mike Dimond, marketing vice president of the Opryland Hotel in Nashville, was named HSMAI's marketing executive of the year. Also, the timing of the annual convention was changed, from July to November. Educational sessions will be held this November in Nashville, and the next full annual meeting will be held in November 1985 in Philadelphia.

Corporate Travel®

High cost of eating

Corporate travellers are spending 35% more per meal—an average of $7.44—when dining alone in 1984 than they did in 1980, yet corporations' total business meal costs are down 16% in that period. The reason: Fewer meals are being consumed. Those statistics resulted from a study of expense accounts of some 20,000 employees conducted by the Travel Expense Management Div. of PHH Group,

Dine-alone business meals

Year	Avg. Cost Per Meal	Total No. Of Meals	Annual Meal Cost
1980	$5.53	221	$1,222
1981	5.97	229	1,367
1982	6.64	184	1,222
1983	7.36	155	1,141
1984*	7.44	138	1,027

*Estimate

a Hunt Valley, MD, business services organization that provides some of the data for *S&MM's* annual *Survey of Selling Costs*. PHH Group's five-year summary of dine-alone business meal costs appears above. Even the record-setting $7.44 may strike some readers as a low figure. Remember, however, that that is an average and includes the cost of breakfast as well as lunch and dinner.

Stouffer-Amex bonuses

One of the more unusual award programs for frequent hotel guests is Stouffer Hotels' Club Express, available only to American Express cardholders. Club Express members receive a Certificate of Appreciation for each night they stay at a Stouffer property, provided they use the Amex card at check-in and check-out. The certificates are redeemable for U.S. Savings Bonds, free nights at Stouffer properties, or the new American Express Gift Certificates. The latter can be used at most establishments that accept Amex. Five Stouffer Certificates of Appreciation earn a $25 Amex Gift Certificate. At the top end of the scale, 50 Stouffer certificates are worth a free weekend at a Stouffer property plus a $100 Amex certificate plus a $500 bond. Enroll at any Stouffer property or call 800-HOTELS-1.

By Rayna Skolnik, Senior Editor

DEALER RELATIONS

Hyster gets closer to its dealer people

Management at Hyster, the $422 million manufacturer of lift trucks and materials handling equipment,

S&MM'S ANNUAL SURVEY OF EXECUTIVE COMPENSATION

The unexpected 11% raise
A trend?

Top marketers' compensation rebounded beyond expectation last year. In contrast to 1982's 6% pay rise, the lowest in five years, 1983's highest-paid sales and marketing executives received an 11% increase in total cash compensation (salaries, fees, directors' fees, bonuses, and commissions). Some 50 executives recorded increases, 14 suffered cuts, and 35 did not appear in last year's survey.

The 11% raise, to an average total cash compensation of $179,137, reflects improvements in the economy and in the performance of many of the companies surveyed, says Matt S. Walton III, a principal and sales compensation region manager for Sibson & Co., the Princeton, NJ, consulting company which helped prepare S&MM's survey of 1983 compensation for top sales and marketing executives. Based on corporate proxy statements, the survey reports on 105 marketers at 104 companies.

Bigger increases in 1984

Walton sees a trend. "We expect marketers' pay raises to be even more robust this year due largely to pay-outs of 1983 bonuses," he says, noting that although sales and profits were up, executives are only now harvesting 1983 incentive plans. Sales of the companies surveyed were up an average of 22%. Profits increased 103%, excluding AMR Corp.'s 2,981% profit rise, which would have biased the average.

To facilitate meaningful comparisons between marketers' compensation within broad industry segments, survey results are grouped, for the first time, not within each specific industry but solely in three general categories: durable, nondurable, and service industries. In 1982, nondurable goods companies gave their marketers the biggest boost with an average total cash compensation raise of 10%. But in 1983, with only an 8% average increase, these sales and marketing executives lagged behind their counterparts. It was the durable goods companies which, with a

The 10 best-paid sales and marketing executives

	Total Cash (Salaries, Fees, Directors' Fees, Bonuses, Commissions)	% Change 1982–83	Long-Term Gain Realized 1982–83	Total Compensation (Total Cash, Long-Term Gain Realized)
1. Larry W. Kifer *v.p., marketing* **TIE/Communications**	$547,358	– 3%	$805,669	$1,353,027
2. Nick M. DiBari *sr. v.p., marketing* **Comdisco**	1,258,956	+ 8	0	1,258,956
3. Bruce C. McGilaway *v.p., marketing* **ISC Systems**	92,154	–38	756,000	848,154
4. Irving L. Rousso *exec. v.p., sales* **Russ Togs**	796,000	+19	0	796,000
5. Frank E. Mosier *sr. v.p., marketing* **Sohio**	387,500	+28	259,388	646,888
6. R.S. Bowen *exec. v.p. & president, sales & marketing* **Firestone Tire & Rubber**	360,000	+90	127,535	487,535
7. Harry J. Fekkes *sr. v.p., marketing* **Verbatim**	124,474	+ 7	352,526	477,000
8. Bernard S. Appel *exec. v.p., marketing* **Tandy**	416,535	+19	0	416,535
9. John S. Pedace *exec. v.p., marketing* **G. Heileman Brewing**	243,225	+ 9	163,600	406,825
10. James A. Rankin *exec. v.p.* **Scovill**	265,482	+54	134,369	399,851

15% average raise, rewarded marketers most richly, even though they gave a mediocre 7% average increase in 1982. "Traditionally, nondurable goods companies respond first to an economic recovery," says Walton. "Now we're seeing the slower reacting industrial sector of the U.S. economy giving the biggest raises."

Service company executives also did well. Because they endured a 6% pay cut in 1982, this year's modest-looking 9% average increase actually represents the biggest year-to-year increase in total cash compensation. Such improvements in durable goods and service company compensation logically reflect average increased profits of 78% and 85%, respectively, for these two industry segments, compared to an average profit gain of only 14% for nondurable goods companies. With a $230,371 average total cash compensation, the service category, mainly within the computer segment, paid the most for top sales and marketing talent. Nondurable goods companies paid $203,009 on average, while $151,210 was the average among durable goods companies. Compensation was poorest within the smokestack segment of the durable goods industry.

Computer marketers score

As with last year's survey, one-third of the executives listed work for computer product or service companies. Two years ago, only a quarter of S&MM's sampling were computer marketers. What's more, 5 of the 10 best-paid marketers in the country work for computer-related companies vs. only 3 last year. For the first time in six years, however, Comdisco's Nick DiBari relinquishes his title as the nation's highest-paid marketer. (DiBari left Comdisco early this year, but still appears on this list of 1983 compensation. See S&MM, Apr. 2.)

DiBari would have triumphed again if total compensation had been reported as in previous years. At $1,258,956, his total *cash* compensation remains the highest of any marketer—and that's with a base salary of only $72,000. DiBari made his million through bonuses and commissions. Larry Kifer of TIE Communications tops DiBari in total compensation (cash and long-term gain realized) because long-term compensation, of which DiBari had none, was included in the survey. This year S&MM has identified and standardized the actual cash amounts of long-term compensation realized during the year to eliminate footnotes and make accurate comparisons easier. Only cash realized during 1983 from exercised stock options or from other long-term income plans is included as long-term compensation in the survey.

One-third realize gains

A third of the surveyed executives realized gains from some form of long-term compensation plan and on average, these gains accounted for about 60% of their total cash compensation. The average long-term gain realized by the entire sampling in 1983 was $111,686, boosting average total compensation (salary, bonus, fees *and* long-term gains) to $214,435. Larry Kifer tops the list because he supplemented his total cash compensation of $547,358 with a long-term gain of $805,669.

Last year ISC Systems Corp.'s Bruce McGilaway's song was "Don't cry for me S&MM readers." Although his 46% cut in cash compensation was the most severe in that survey, an unobtrusive footnote revealed he'd realized a net gain of $1,725,000 from exercising stock options. In this year's survey McGilaway suffered yet another drastic cash cut, of 38%, but again, save the tissues. The $756,000 he realized in long-term compensation this year landed McGilaway third on the top-10 list with total compensation of $848,154.

Perhaps one of the most interesting facts uncovered by the survey is that marketing salaries varied less than expected between those working for small companies and those at large companies. "Traditionally, one finds a strong correlation between corporate sales volume and executives' total cash compensation level," Walton says, "but for marketers, the compensation paid did not differ as greatly as expected."

John Judkins of Inland Steel, for example, received just $133,000 in total cash compensation despite managing sales of more than $3 billion. Yet Larry Kifer, the survey's highest-paid executive at 10 times Judkin's compensation, is responsible for only $324 million in sales.

Looking ahead to what total cash compensation level 1984 will bring, Walton says he expects S&MM's next survey to reveal at least a 12% average increase in marketers' compensation. While noting that one percentage point has great impact in cash terms, Walton still feels his 12% estimate is conservative given this year's sales and profits and the number of executives playing catch-up with incentive plans. "In 1984, compensation will enjoy a double whammy," he says, referring to the effect of combining rising salaries with 1983 bonuses being paid out in 1984. S&MM

Industry Codes— 1984 S&MM Survey

DURABLE GOODS MANUFACTURING

1 Appliances
2 Auto
3 Building Materials
4 Computer Peripherals
5 Computer Systems
6 Consumer Durables
7 Electronics
8 Machinery & Equipment
9 Metals & Mining
10 Office Equipment & Supplies
11 Steel
12 Other Durable Goods

NONDURABLE GOODS

13 Beverages
14 Chemicals
15 Food Processing
16 Paper, Forest, Packaging
17 Personal Care
18 Petroleum & Oil
19 Textiles & Apparel

SERVICES

20 Computer Services & Software
21 Publishing, Communication
22 Retail & Wholesale
23 Transportation
24 Other Services

Survey uses new criteria

Sales and marketing executives' compensation is reported differently in this year's survey than it has been in previous years. In place of the "Securities, Personal Benefits" column in last year's survey of 1982 compensation, you'll find "Long-Term Gain Realized 1982–83" which includes only *cash* realized from exercised stock options or other long-term income plans during 1983. This was done to make meaningful comparisons of total compensation easier. Last year, for example, exercised stock options were identified only in footnotes, did not necessarily represent cash realized, and, if only five-year information was available, were not reported. This year, with extra research, five-year data has been analyzed to yield 1983 gains only and then included.

Company Industry	Sales [$ Mil.]	Net Profit (Loss) [$ Mil.]	% Change 1982–83	Individual and Title	Total Cash (Salaries, Fees, Directors' Fees, Bonuses, Commissions)	% Change 1982–83	Long-Term Gain Realized 1982–83	Total Compensation (Total Cash, Long-Term Gain Realized)
DURABLE GOODS MFG.								
1. Firestone Tire & Rubber 12	$3,866	$111	+1,750%	R.S. Bowen *exec. v.p. & pres., sales/marketing*	$360,000	+90%	$127,535	$487,535
2. Verbatim 4	120	14	+51	Harry J. Fekkes *sr. v.p., marketing*	124,474	+ 7	352,526	477,000
3. Tandy Corp. 7	2,475	279	+24	Bernard S. Appel *exec. v.p., marketing*	416,535	+19	0	416,535
4. Scovill 7	743	27	+38	James A. Rankin *exec. v.p.*	265,482	+54	134,369	399,851
5. Guardian Industries 3	470	38	+13	Murray J. Yudin *v.p., national sales*	395,920	+159	0	395,920
6. Amdahl 5	778	46	+587	Kenneth W. Simonds *exec. v.p., product sales*	330,583	+42	N.A.	330,583
7. Digital Equipment 4	4 272	284	−32	John J. Shields *v.p., sales & service*	309,000	+38	0	309,000
8. Raytheon 7	5,937	300	− 6	Philip A. Phalon *sr. v.p., corporate marketing*	267,502	N.A.	N.A.	267,502
9. Standard Register 10	363	20	+17	Peter Redding *v.p., marketing*	261,931	+62	0	261,931
10. Snap-On-Tools 6	455	43	+15	Lynn A. Ameche *sr. v.p., marketing*	242,398	+27	5,700	248,098
11. Subaru of America 2	1,057	50	+25	Thomas R. Gibson *sr. v.p., sales & marketing*	183,944	+17	51,094	235,038
12. Winnebago Industries 2	239	16	+55	Frederick G. Emmert *v.p., marketing*	90,328	+13	138,314	228,642
13. Triangle Pacific 3	147	11	+110	Joseph Nussbaum *sr. exec. v.p., sales & marketing*	225,000	N.A.	0	225,000
14. Convergent Technologies 5	164	15	+25	Richard G. Meise *v.p., sales*	221,858	− 6	0	221,858
15. Prime Computer 5	517	33	−28	W. L. Brubaker *v.p., sales*	210,000	N.A.	0	210,000
16. Floating Point Systems 5	100	13	+13	John M. Harte *director, European marketing*	195,900	N.A.	N.A.	195,900
17. Ask Computer Systems 5	39	4	+45	Thomas C. Lavey *exec. v.p., marketing*	193,463	79	0	193,463
18. Data I/O 4	36	5	+469	Charles J. D'Ambrosia *v.p., sales & marketing*	108,330	N.A.	75,000	183,330
19. Compugraphic 4	306	14	+79	Bryan E. Newman *sr. v.p., marketing*	137,230	+40	45,680	182,910
20. Zentec 5	21	(13)	N.M.	Neal Dempsey *sr. v.p., marketing*	173,906	N.A.	0	173,906
21. Milton Bradley 6	337	12	−44	George R. Ditomassi Jr. *exec. v.p., marketing*	172,900	+12	0	172,900
22. Adac Laboratories 8	73	5	− 1	John M. Burgess *v.p., marketing & sales*	166,448	N.C.	0	166,448
23. Champion Spark Plug 7	764	27	+ 1	Charles A. Schwalbe Jr. *v.p., sales*	157,314	+ 8	0	157,314
24. Oneida 6	249	(5)	N.M.	Robert E. Sanderson *exec. v.p., marketing*	137,646	+18	18,938	156,584
25. Paradyne 4	209	4	−86	Jerry T. Kendall *sr. v.p., U.S. marketing*	149,100	+ 4	N.A.	149,100
26. UNC Resources 9	267	(13)	N.M.	William R. Bush *exec. v.p., corporate affairs & marketing*	149,001	−36	0	149,001
27. Vermont American 6	191	14	+114	Harold L. Knight *v.p., marketing*	137,700	N.C.	7,855	145,555
28. Timeplex 7	38	3	+159	William J. Smith *asst. v.p., director commercial sales*	96,027	−19	45,835	141,862

N.A.—Not Applicable. N.C.—No Change. N.M.—Not Meaningful Data.

Company Industry	Sales [$ Mil.]	Net Profit (Loss) [$ Mil.]	% Change 1982–83	Individual and Title	Total Cash (Salaries, Fees, Directors' Fees, Bonuses, Commissions)	% Change 1982–83	Long-Term Gain Realized 1982–83	Total Compensation (Total Cash, Long-Term Gain Realized)
29. Terminal Data 4	$30	$2	−12%	Samuel L. Greene *v.p., marketing*	$127,990	N.A.	$13,027	$141,017
30. Cubic 7	273	17	+ 7	C.C.Wellborn *v.p., marketing & administration*	139,769	+28%	0	139,769
31. Baldor Electric 8	149	8	− 9	Robert E. Bender *v.p., sales*	98,662	N.C.	40,102	138,764
32. Kysor Industrial 2	119	3	N.M.	Timothy D. Peterson *v.p., marketing & int'l*	95,170	N.A.	42,836	138,006
33. Thomas Industries 7	222	9	+24	Gerard W. P'Pool *sr. v.p., marketing services*	126,440	+46	10,190	136,630
34. Inland Steel 11	3,046	(117)	N.M.	John B. Judkins Jr. *v.p., sales*	133,000	N.A.	0	133,000
35. Triad Systems 4	91	2	−35	Stuart W. Clifton *v.p., marketing*	129,623	N.A.	0	129,623
36. Tandem Computers 4	418	31	+ 3	David R. Mackie *v.p., U.S. marketing*	123,333	− 9	0	123,333
37. Hanna Mining 9	154	(29)	N.M.	G.M. Humphrey II *sr. v.p., sales*	121,750	+ 4	0	121,750
38. Kevex 7	16	0	−99	John M. Scott *v.p., sales & marketing*	48,552	N.A.	71,100	119,652
39. Leggett & Platt 12	354	16	+59	Ralph V. Johnson *marketing & sales*	113,847	+16	0	113,847
40. Network Systems 4	47	10	+80	Mahlon L. Moore *v.p., marketing*	112,500	+20	0	112,500
41. Intergraph 8	252	29	+126	William D. Zarecor *sr. v.p., marketing*	110,000	N.A.	0	110,000
42. Monolithic Memories 4	105	10	+263	Thomas J. Branch *v.p., sales*	108,970	+32	0	108,970
43. Conwood 12	194	23	+13	E. C. Powell *v.p., marketing*	108,280	−65	0	108,280
44. Zenith Laboratories 7	32	3	−30	Philip Blick *v.p., marketing*	91,052	N.A.	17,160	108,212
45. Healthdyne 8	133	5	+98	Jeffrey D. Koepsell *v.p., sales & marketing*	91,115	+41	16,500	107,615
46. Printronix 4	78	6	+19	Melvin Posin *sr. v.p., marketing*	102,400	− 8	0	102,400
47. Cray Research 5	170	26	+37	Marcell A. Gumucio *exec. v.p., marketing*	98,270	N.A.	0	98,270
48. Sullair 12	117	(17)	N.M.	David E. Daum *exec. v.p., sales & marketing*	97,125	+48	0	97,125
49. NCA 4	18	1	+87	Dennis Elkins *v.p., sales*	93,436	N.A.	0	93,436
50. GF Business 10	136	(2)	N.M.	Richard S. Strong *sr. v.p., sales & marketing*	92,401	+65	0	92,401
51. Sykes Datatronics 5	34	(4)	N.M.	Charles S. Pedler *v.p., marketing & sales*	90,000	N.A.	0	90,000
52. Cycare Systems 5	29	2	+63	James D. Dyer *sr. v.p., marketing*	90,000	+85	0	90,000
53. Vector Graphic 5	34	(3)	N.M.	James Vopicka *v.p., domestic sales*	89,786	N.A.	0	89,786
54. Superscope 7	34	10	N.M.	Robert M. Fried *v.p., marketing*	85,750	N.A.	0	85,750
55. Ramtek 4	41	1	−68	Peter W. Cassady *v.p., marketing*	85,394	N.A.	0	85,394
56. Steiger Tractor 8	109	(4)	N.M.	E.W. Muehlausen *v.p., marketing*	85,033	+ 6	0	85,033
57. Cessna Aircraft 2	524	19	N.M.	Brian E. Barents *sr. v.p., marketing*	84,000	N.A.	0	84,000
58. General Binding 10	146	0	−94	George M. Durkin *v.p., domestic sales*	79,000	+ 9	0	79,000
59. Inter-Tel 7	38	(2)	N.M.	M.M. Mihaylo *sr. v.p., sales*	67,817	−58	0	67,817
60. Hathaway 8	18	2	+27	Thomas H. Crowe *v.p., marketing*	64,939	−37	0	64,939
NONDURABLE GOODS MFG.								
1. Russ Togs 19	226	10	−9	Irving L. Rousso *exec. v.p., sales*	796,000	+19	0	796,000
2. Sohio 18	12,067	1,512	−20	Frank E. Mosier *sr. v.p., marketing*	387,500	+28	259,388	646,888
3. G. Heileman Brewing 13	1,326	45	+28	John S. Pedace *exec. v.p., marketing*	243,225	+ 9	163,600	406,825
4. Unocal 18	10,691	626	−22	W.S. McConnor *sr. v.p. refinery marketing*	396,333	−27	0	396,333

N.A.—Not Applicable. N.C.—No Change. N.M.—Not Meaningful Data.

Company Industry	Sales ($ Mil.)	Net Profit (Loss) ($ Mil.)	% Change 1982–83	Individual and Title	Total Cash (Salaries, Fees, Directors' Fees, Bonuses, Commissions)	% Change 1982–83	Long-Term Gain Realized 1982–83	Total Compensation (Total Cash, Long-Term Gain Realized)
5. J.P. Stevens 19	$1,926	$19	– 15%	David M. Tracy *v. chmn. sr. marketing exec.*	$277,200	– 38%	$89,100	$366,300
6. Fieldcrest Mills 19	551	15	+ 45	Herbert M. Bergen Jr. *sr. v.p., sales*	185,793	N.A.	105,415	291,208
7. Wm. Wrigley Jr. 15	582	39	+ 9	Ronald D. Cox *v.p., marketing*	248,108	+ 47	0	248,108
8. Dean's Food 15	834	22	+ 20	John Guckien *exec. v.p., marketing*	223,939	+ 7	0	223,939
9. Hercules 14	2,629	174	+ 58	D.S. Hollingsworth *divisional v.p., marketing*	220,188	N.A.	0	220,188
10. Blue Bell 19	1,229	48	+ 28	B.T. Toben Jr. *v.p., corporate marketing*	174,274	+ 34	N.A.	190,208
11. Galaxy Carpet Mills 19	200	8	+ 113	Irwin Pomerantz *sr. v.p., marketing*	171,156	+ 1	0	171,156
12. Manhattan Industries 19	433	12	+ 53	Zachary L. Solomon *sr. v.p., marketing*	149,231	N.A.	0	149,231
13. A.H. Robins 17	564	58	+ 20	Charles E. Hart *sr. v.p., sales—pharmaceutical division*	140,403	N.A.	0	140,403
14. Minnetonka 17	51	(1)	N.M.	Grant L. Wood *v.p., marketing*	90,000	N.A.	41,627	131,627
15. Edward Hines Lumber 16	250	2	N.M.	John P. Vetter *sr. v.p., marketing*	119,160	N.A.	0	119,160
16. Quaker State Oil Refining 18	903	37	– 5	Joseph N. Kelley *v.p., marketing*	86,524	+ 10	32,531	119,055
17. Russ Togs 19	226	10	– 9	J.S. Grey *v.p., marketing*	115,000	N.C.	0	115,000
18. Consolidated Papers 16	573	49	+ 22	G.T. Beckley *v.p., marketing*	107,622	+ 8	0	107,622
19. Interstate Bakery 15	666	(10)	N.M.	John F. Matthes *sr. v.p., sales & marketing*	96,380	+ 6	0	96,380

N.A.—Not Applicable. N.C.—No Change. N/M—Not Meaningful Data.

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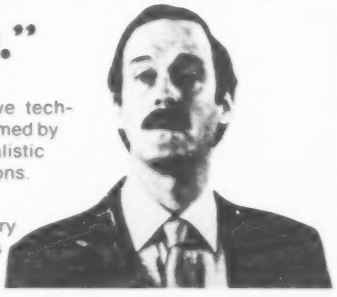

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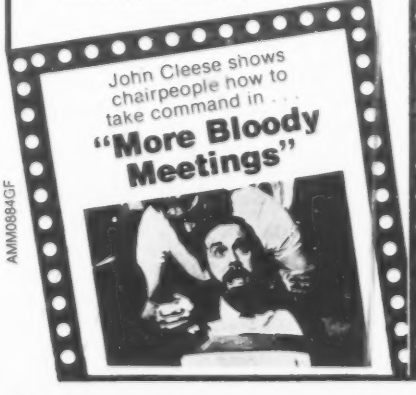

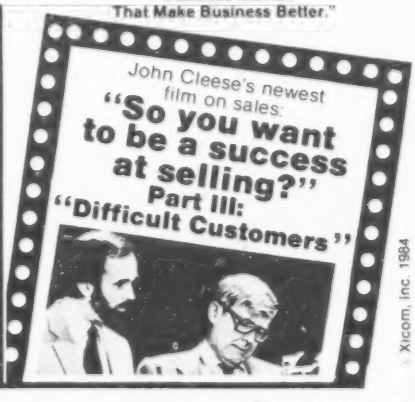

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Company Industry	Sales ($ Mil.)	Net Profit (Loss) ($ Mil.)	% Change 1982–83	Individual and Title	Total Cash (Salaries, Fees, Directors' Fees, Bonuses, Commissions)	% Change 1982–83	Long-Term Gain Realized 1982–83	Total Compensation (Total Cash, Long-Term Gain Realized)
20. Dinner Bell Foods 15	$302	$1	−29%	Ian F. Keith *exec. v.p., marketing*	$89,500	N.A.	0	$89,500
21. Pabst Brewing 13	800	14	+15	Richard J. Ratcheson *v.p., advertising*	88,000	N.A.	0	88,000
22. Rath Packing 15	342	(13)	N.M.	Wallace E. Rath *sr. v.p., sales & marketing*	60,665	+10%	0	60,665
SERVICES								
1. Tie/Communications 21	324	35	+136	Larry W. Kifer *v.p., marketing*	547,358	− 3	$805,669	1,353,027
2. Comdisco 20	543	52	+76	Nick M. DiBari *sr. v.p., marketing*	1,258,956	+ 8	0	1,258,956
3. ISC Systems 20	80	4	−51	Bruce C. McGilaway *v.p., marketing*	92,154	−38	756,000	848,154
4. Super Valu Stores 22	5,923	77	+13	Gene D. Hoffman *sr. v.p., marketing*	243,500	+11	49,600	293,100
5. Rose's Stores 22	829	22	+89	Jack Edwards *exec. v.p., sales, merchandising & ops.*	245,477	N.A.	0	245,477
6. Harte-Hanks Communications 21	444	33	+22	Charles H. Everill *sr. v.p. & president*	244,953	+49	0	244,953
7. Walgreen 22	2,361	70	+24	Vernon A. Brunner *sr. v.p., marketing*	194,061	+10	48,560	242,621
8. Browning-Ferris Industries 24	844	80	+19	Norman A. Myers *v. chmn. & chief marketing officer*	232,600	−20	N.A.	232,600
9. AMR 23	4,763	281	+2,981	Thomas G. Plaskett *sr. v.p., marketing*	185,000	N.C.	43,938	228,938
10. USAIR Group 25	1,432	81	+36	Randall Malin *exec. v.p., marketing*	211,700	N.A.	N.A.	211,700

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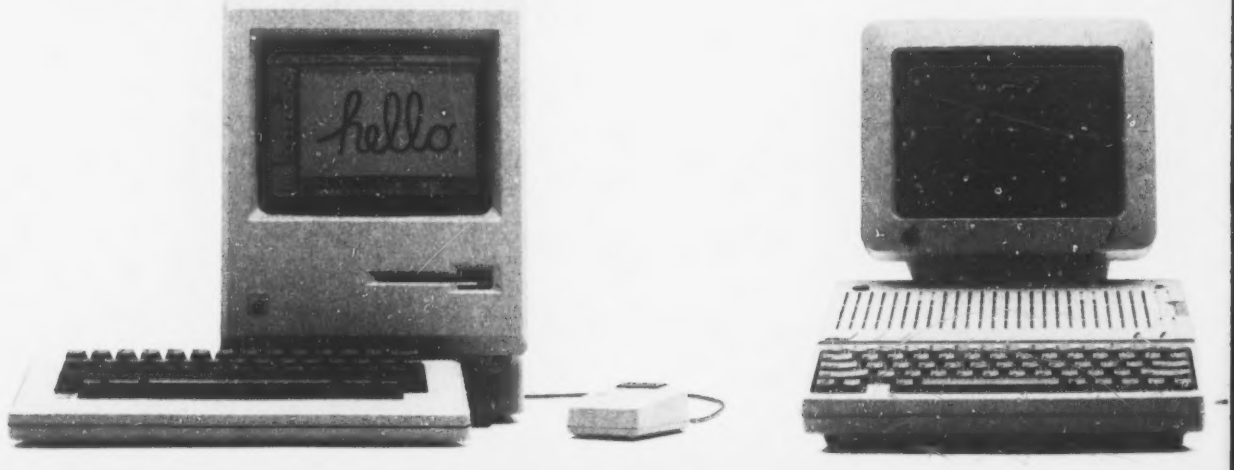
Apples make



Company Industry	Sales ($ Mil.)	Net Profit (Loss) ($ Mil.)	% Change 1982–83	Individual and Title	Total Cash (Salaries, Fees, Directors' Fees, Bonuses, Commissions)	% Change 1982–83	Long-Term Gain Realized 1982–83	Total Compensation (Total Cash, Long-Term Gain Realized)
11. Eastern Air Lines 23	$3,942	$(184)	N.M.	Russell L. Ray Jr. *sr. v.p., marketing*	$208,002	+29%	0	$208,002
12. Computer Task Group 20	54	1	+27%	John P. Courtney *exec. v.p., marketing*	187,590	+27	0	187,590
13. Pansophic Systems 20	43	6	+25	Edward F. Horst Jr. *sr. v.p., sales & marketing*	180,000	− 8	0	180,000
14. CBI Industries 24	828	44	−50	J.R. Mansell *sr. v.p., marketing & sales*	161,125	+18	$2,050	163,175
15. Grolier 21	286	47	+976	Howard B. Graham *sr. v.p., marketing product development*	157,790	+ 1	0	157,790
16. Pan American World Airways 23	3,789	(51)	N.M.	Martin R. Shugrue Jr. *sr. v.p., marketing*	154,688	N.A.	0	154,688
17. Yellow Freight System 23	86	49	+361	George E. Powell III *sr. v.p., ops. & sales*	144,250	N.A.	0	144,250
18. Infotron Systems 20	51	6	+162	Jeffrey D. Kraengel *sr. v.p., marketing*	143,100	+33	N.A.	143,100
19. Trans World Airlines 25	3,354	12	−60	N.M. Effman *sr. v.p., marketing & planning*	133,133	N.A.	N.A.	133,133
20. United Aircraft Products 25	29	3	+ 7	Henry Cozzolino *v.p., marketing*	69,750	N.A.	40,806	110,556
21. Advanced Computer Techiques 20	11	0.30	−39	Leslie B. Hersh *exec. v.p., sales*	107,825	+25	0	107,825
22. Piedmont Aviation 25	943	26	−16	W. G. McGee *sr. v.p., marketing*	107,027	N.A.	0	107,027
23. Emery Air Freight 25	683	58	+74	James G. Godsman *v.p., marketing services*	88,500	N.C.	17,644	106,144

N.A.—Not Applicable. N.C.—No Change. N.M.—Not Meaningful Data.

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When was the last time you came across a business machine that gets your employees more excited than a trip to Acapulco or a color TV?

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It has more brains and talent in its 7½* pound body than some full-size office computers.

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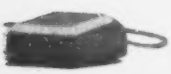
Macintosh, on the other hand, is the most fun anyone can have while working.

It allows your top achievers to point, click, cut and paste their way to new heights.

Both Apples speed routine business tasks and help make better decisions, faster.

Which means using Apples as carrots could easily mean more leafy green stuff for you.



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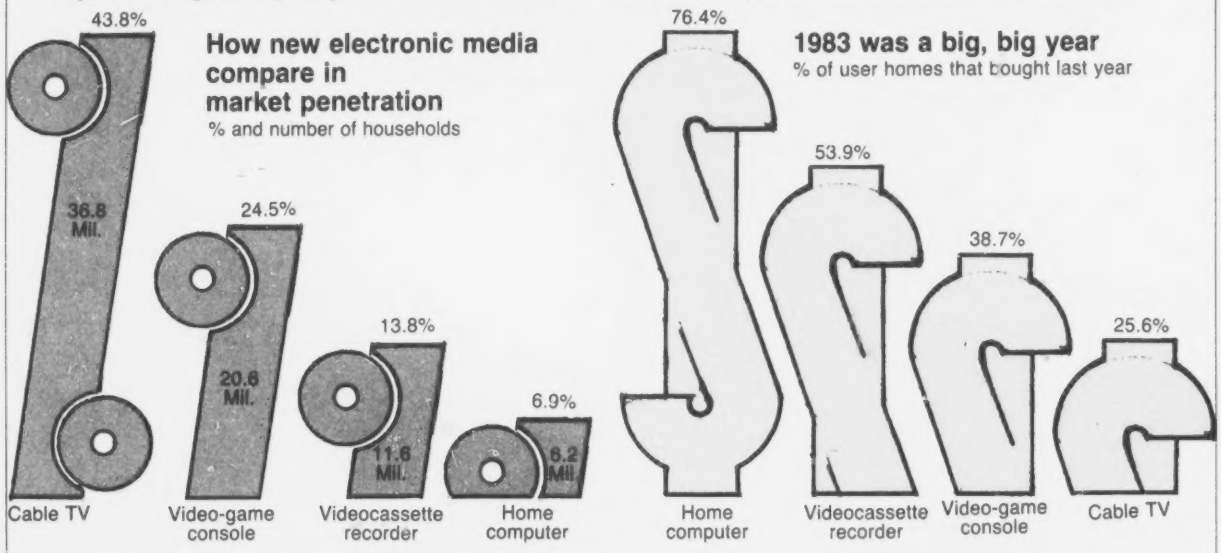
** The IIc alone weighs just 7.5 pounds. Power packs, monitors, printers, modems and mice can make it as heavy as you'd like.*

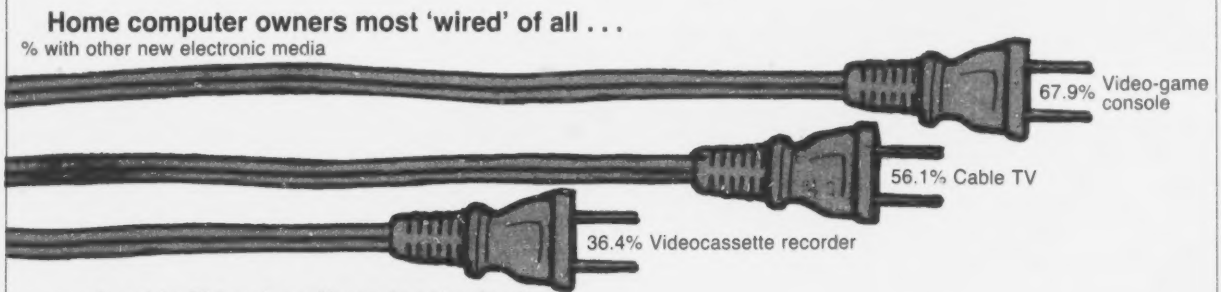
The wired home: New insights into the electronic mix

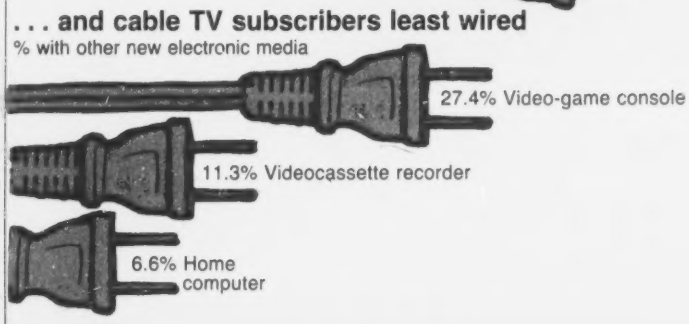
Technological advances and falling prices have transformed the home into an electronic Babel. Marketers who want to target the wired home will gain new insights from a just-completed survey of 4,237 households by Link Resources that, for the first time, measures cross-ownership of cable TV, videogame consoles, videocassette recorders, and home computers.

The results pack some surprises. For example, Link reports a higher degree of cable TV penetration than most trade estimates have, because, president Hains B. Gaffner explains, "being a household survey, ours caught the 'piracy' that exists and which is missing from trade estimates that depend on cable operator responses." The survey also packs a warning for the marketers of business personal computers who want to extend their sales to the home. More than a third (37.9%) of home computers are bought in mass merchandise outlets, a store type shunned by most computer makers because of the lack of service and training facilities.

Unfortunately, Link didn't ask the question uppermost in marketers' minds: Will all the electronic gadgetry keep consumers in their homes? If it does, that's bad news for such industries as restaurants, spectator sports, amusements, and travel.—TCT




Home computer owners most 'wired' of all . . .
% with other new electronic media
67.9% Video-game console
56.1% Cable TV
36.4% Videocassette recorder


. . . and cable TV subscribers least wired
% with other new electronic media
27.4% Video-game console
11.3% Videocassette recorder
6.6% Home computer

Source: Link Resources, subsidiary of International Data Corp.

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